

CHANGE IN MOTION

“If you do not change direction,
you may end up where you are heading.”

LAO TZU





Overview – Change in Motion

The Draft Transportation 2035 Plan looks deeply into the future, into the middle of the 21st century. There is reason to believe that the midpoint of Century 21 is going to be profoundly different than the middle of the 20th century, from which most of our present transportation planning assumptions and methodologies originate. We are looking ahead at a period of unprecedented changes. Some of these changes will be extensions of trends that have been emerging for some time, although many are just now coming into public consciousness. Other changes will be abrupt departures from the trends we are familiar with — transformative and structural changes, for which past practice provides little guidance.

Not all changes will be equally severe. Some of the changes on the horizon may merely require that we modify how we approach transportation planning to include factors that have heretofore played only a marginal role. Others may reverberate dramatically through all sectors of economic and social life, including our transportation behavior. But it seems certain that the changes we face will beget changes in the ways we move. Welcome to change in motion.

Transportation 2035: Statement of Vision

Transportation 2035 is change in motion. Guided by the Three Es of sustainability — Economy, Environment and Equity (see pages 11 and 13) — the plan’s ambitious goals and performance objectives will transform not only the way we invest in transportation but the very way the Bay Area travels. Transportation 2035 sets forth a bold vision and takes us on a journey to:

Where mobility and accessibility are ensured for all Bay Area residents and visitors, regardless of race, age, income or disability; and

Where our bicycle and pedestrian facilities, public transit systems, local streets and roads, and highways are all safe and well-maintained and take us when and where we need to go; and

Where an integrated, market-based pricing system for the region’s carpool lanes (via a regional high-occupancy toll (HOT) network), bridges and roadways helps us not only to manage the demand on our mature transportation system but also to pay for its improvements; and

Where our lively and diverse metropolitan region is transformed by a growth pattern that creates complete communities with ready, safe and close access to jobs, shopping and services that are connected by a family of reliable and cost-effective transit services; and



Where technology advances move out of the lab and onto the street, including clean fuels and vehicles, sophisticated traffic operations systems to manage traffic flow and reduce delay and congestion on our roadways, advanced and accessible traveler information that allows us to make informed travel choices, and transit operational strategies that synchronize fare structures, schedules and routes to speed travel to our destinations; and

Where we have a viable choice to leave our autos at home and take advantage of a seamless network of accessible pedestrian and bicycle

paths that connect to nearby bus, rail and ferry services that can carry us to work, school, shopping, services or recreation; and

Where we lead and mobilize a partnership of regional and local agencies, businesses and stakeholders to take effective action to protect our climate and serve as a model for national and international action; and

Where our transportation investments and travel behaviors are driven by the need to reduce our impact on the earth’s natural habitats; and

Where all Bay Area residents enjoy a higher quality of life.

Change Affects Planning

The Draft Transportation 2035 Plan arises out of and is responsive to the unique historical moment we find ourselves in, when external forces and the Bay Area's own aspirations impel us to change the way we think about and plan our transportation future. Some of the most salient changes the Draft Transportation 2035 Plan confronts are described below.

Climate Change on the Region's Radar

The warming of Earth's climate due to emissions of greenhouse gases is now an accepted reality, and the consequences of this global phenomenon will make themselves felt to some degree despite any steps we may take to mitigate their impact. In California and the Bay Area we will experience a greater number of extreme-heat days, increased wildfire risk, a shrinking Sierra snow pack that would threaten the state's water supply, and a rise in sea level (which would threaten the transportation infrastructure concentrated near the shoreline of the Bay).

With transportation accounting for 50 percent of the region's greenhouse gas emissions, the Bay Area faces a clear imperative to address climate change in the Transportation 2035 planning process. If that by itself were not enough to motivate us, the landmark California Global

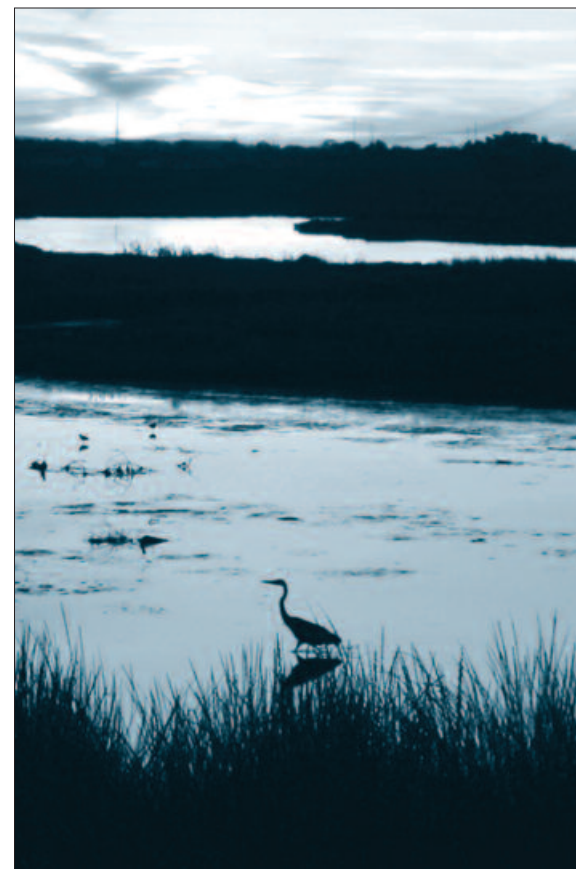
“To protect the magnificence of San Francisco Bay and the environment of our entire region, our long-range plans must confront head-on the threat posed by climate change. This Transportation 2035 Plan begins to take up that challenge.”

Will Travis, Executive Director, Bay Conservation and Development Commission

Warming Solutions Act of 2006 (also known as AB 32) mandates a reduction in greenhouse gas emissions to 1990 levels by the year 2030 — effectively a 30 percent cutback. And the signing this year by Gov. Schwarzenegger of Senate Bill 375 — which mandates the California Air Resources Board to work with regional agencies like MTC and the Association of Bay Area Governments to curb sprawl and reduce greenhouse gas emissions — adds momentum to this effort. This plan must take on the challenge of achieving these climate change goals.

Volatile Oil Prices Add Planning Wild Card

The record-high gasoline prices witnessed during the development of the Draft Transportation 2035 Plan introduced a sudden and perhaps profound change into the planning process (though prices have eased considerably in more recent months; see chart on page 8). Combined with data indicating that the volume of gasoline sold in California actually declined in each of the last two years, higher oil prices could help



boost a nascent trend toward less driving — a trend bolstered by recent upticks in transit usage in the Bay Area. This could result in reductions in the number of vehicle miles traveled in the region, with beneficial impacts on congestion, highway fatalities, and greenhouse gas emissions and other air pollutants.

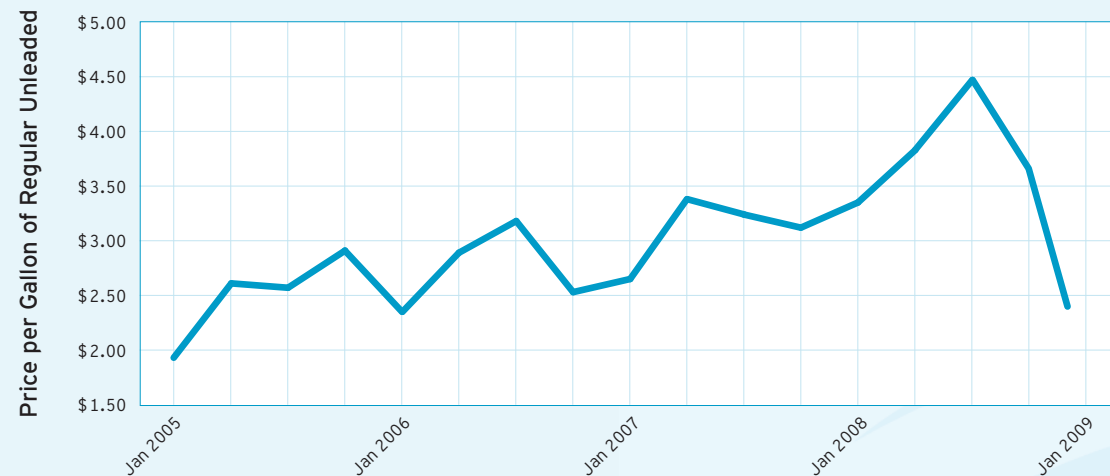
On the downside, the lion's share of transportation funding is derived from the federal and state excise taxes on gasoline, and if less fuel is purchased, fewer dollars are available for future improvements. Current levels of funding already fall short of our needs, and this will only get worse if people cut back on driving and buy less gas. New funding mechanisms will have to be developed. In the meantime, fuel taxes should be raised to recover lost purchasing power due to decades of legislative failure to adjust these vital levies.

Land Use Changes in FOCUS

Not all changes present daunting challenges. Some changes show the way toward future progress. A case in point is a joint regional planning initiative called FOCUS, which promotes future growth in areas near transit and within communities that surround the San Francisco Bay. Still in its early years, FOCUS is getting considerable traction in the region, as demonstrated by the fact that 60 local government entities have volunteered to facilitate the designation of Priority Development Areas (PDAs) within their jurisdictions. A PDA is

locally designated land where future growth can be channeled, at sufficient densities to take advantage of existing infrastructure and services, especially transit service. The current inventory of adopted PDAs (planned and potential) includes nearly 120 individual areas across the region. Together they comprise only about 3 percent of the region's land area, but based on estimates provided by local governments they could accommodate as much as 56 percent of the Bay Area's growth to the year 2035 — all in locations that will be accessible to high-quality transit. The early interest in this program is a hopeful sign for the region.

Average Bay Area¹ Gasoline Prices, 2005 - 2008²



¹ Survey of gas stations in Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara counties

² Through November 2008

Source:
U.S. Department of Energy

The volatility of world oil markets makes long-range forecasting of gasoline prices an unusually speculative exercise. The rise or fall of gasoline and diesel prices can be powerful forces for change, but their future course is perilous to predict.

Aging Population Portends Shift in Housing and Travel Choices

Key among the demographic changes that will affect Bay Area transportation is the aging of the Baby Boomers. As this sizeable segment of the region's residents reaches senior status, it is expected that many will relocate into smaller dwellings in the more urban portions of the Bay Area to have easier access to essential services and cultural opportunities. For some, with aging will come a loss of the ability to drive, and for those with low incomes or physical disabilities, "lifeline" transportation issues will

become increasingly important. From a land-use and mobility perspective, then, the graying of the Baby Boomers would seem to argue for a greater emphasis on smaller homes, low-maintenance housing arrangements, and a heavier reliance on non-driving transportation options, such as transit and ride-sharing with younger friends and family.

Rising Construction Costs Put Premium on System Efficiency

With the continuing escalation of global commodities prices, many entities overseeing construction programs, such as Caltrans, are

beginning to experience unprecedented construction cost increases. During 2005 and early 2006, some construction material prices rose much faster than consumer or producer price indices. The consequences of these price increases include huge funding gaps that are not anticipated, delay or deferral of projects for a year or more (often leading to further inflation-caused cost increases), and even cancellation of projects. Because the Bay Area has a mature system, maintenance costs are significant, and delay or deferral of new projects means we must continue to pay dearly to maintain an aging system. While construction cost inflation has moderated with

the general economic slowdown in 2008, it is imperative for us to look beyond infrastructure toward lower-cost, more-efficient ways to better manage the system we have in place.

One possible answer, advocated in this draft plan, is to institute a Regional High-Occupancy Toll (HOT) Network on the region's freeways. By giving drivers of single-occupant vehicles the option of "buying into" underutilized carpool lanes, the HOT network would allow us to better manage travel demand while raising needed revenue. And other technology-based improvements can help us to maximize operations of the existing freeway system.



Expiration of Federal Transportation Program Creates Uncertainty, Opportunity

The governing federal surface transportation legislation, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA), is set to expire in 2009. Expressing its desire to thoroughly review SAFETEA policies, programs and revenue mechanisms, Congress created a special study commission, the National Surface Transportation Policy and Revenue Study Commission, to advise it. This group issued its findings in early 2008, calling for a comprehensive plan to increase investment, expand services, repair infrastructure, demand accountability and refocus federal transportation policy, while

“One way to frame the planning challenge facing the Bay Area is: Are we going to be able to walk the talk? We have been talking for a long time about smart growth — about integrating transportation and land use — but we have not had enough ‘smart walk.’ We know what we need to do. The question is, are we ready to do it? Transportation 2035 will help test this readiness.”

Henry Gardner, Executive Director, Association of Bay Area Governments



maintaining a strong federal role in transportation. The possibility of fundamental reform of the federal transportation program introduces a fair measure of uncertainty, of course, but it also represents a tremendous opportunity for a new national transportation vision. Adding to the uncertainty is that a new presidential administration will take office in 2009. Here again, the imminence of change forms the backdrop for the development of this plan.

Planning to Cause Change

This plan does more than simply take into account the changing circumstances we face. It addresses them directly, adopting new approaches that distinguish this plan from its predecessors. Transportation 2035 epitomizes change at every turn — change in partners, change in the planning process, change in goals, and change in analytic approach. We have fashioned a plan that responds to the transportation needs and demands of a region ready for change.

Collaboration

From the start, we extended our reach and embraced a new partnership with our sister regional agencies — the Association of Bay Area Governments, the Bay Area Air Quality Management District, and the Bay Conservation and Development Commission — to help us develop this long-range plan. With the help of our regional partners, this plan no longer focuses

solely on surface transportation infrastructure but takes into account how transportation affects our land-use patterns, air quality and climate changes, and vice versa.

Vision Before Budget

In turn, our planning approach and process has changed. While previous plans focused first on budgets and how to slice the investment pie, Transportation 2035 first sought to define a vision for what the region's transportation system ought to look like in 2035, and then identified, in broad strokes, those policies and investments that would carry out that vision (see page 6). In our desire to put priorities before projects, we made a special effort to look beyond simple infrastructure solutions, and to consider a range of operational improvements and policy innovations.

Economy, Environment, Equity

Rooted in the Three Es of Economy, Environment, and Equity, the vision for Transportation 2035 is to support a prosperous and globally competitive economy, provide for a healthy and safe environment, and produce equitable opportunities for all Bay Area residents to share in the benefits of a well-maintained, efficient, regional transportation system. The eight goals that the Commission adopted for this plan (see page 13), including the new climate protection goal and the new transportation security and emergency



management goal, give more specific expression to our commitment to the Three E principles. The policies and investments in this plan are designed to help us achieve these goals and to advance the Three Es. The stakes are high: Failure to make progress toward these goals would not only have a negative impact on our transportation system, but would also degrade the overall quality of life in the Bay Area.

Performance Counts

A performance-based planning approach was used to help us focus on measurable outcomes of potential investments and the degree to which

they support stated policies. The use of performance measures in the Bay Area's long-range transportation plan is not new with Transportation 2035. SB 1492 (Statutes of 2002) requires the Commission to establish performance measurement criteria on both a project and corridor level to evaluate and prioritize all new investments for consideration in the Regional Transportation Plan (RTP). MTC conducted performance assessments for the 2001 *Regional Transportation Plan*, and in 2003, for the *Transportation 2030 Plan*. While the evaluation produced useful information that enabled comparison among alternative investments,

the evaluation results were available after many of the key RTP investment decisions had been made. However, this time, we used performance metrics to test and learn from “what if” questions as part of the visioning efforts prior to making investment decisions.

We tested how three robust, financially unconstrained infrastructure packages — Freeway Operations, Regional High-Occupancy Toll Network with expanded express and local bus services, and Regional Rail and Ferries — would perform against a set of aggressive performance objectives. The analysis focused on reducing vehicle miles traveled, congestion, carbon dioxide and particulate emissions, and improving affordability. In addition to the infrastructure packages, we assessed how a pricing strategy that increases auto operating costs and how a land-use strategy that strikes a better jobs/housing balance in the urban core would help us meet the objectives. See Chapter 2, “Trends,” for additional details of this analysis.

In addition, we conducted a project-level performance assessment. Virtually all projects proposed for inclusion in the plan were tested to see if they helped advance the Three E’s. And a rigorous benefit/cost analysis was performed on regionally significant, large-scale projects to determine which projects gave us the biggest bang for our buck.

Lessons Learned: Limits of Infrastructure; Power of Pricing and Land Use; Need for Technology and Behavior Change

Our “what if” analysis helped us to gauge whether the performance objectives are achievable, what it would take to reach them, and what new authority, new partnerships and new policies might be required to help us make progress towards them. We learned that infrastructure investments produce only modest tangible effects at the regional level, and that

aggressive pricing and land-use strategies exert much greater influence than transportation projects alone in moving us toward achievement of the performance objectives. We also learned that we must rely on technological innovations to make significant headway toward getting us within range of our goals. In the end, while we can put forth the best infrastructure investments and pursue pricing, land-use and technology advances over the long term, a substantial shift in the behaviors and choices that individuals make on a daily basis also is needed to attain our objectives.



Three Es Guide Transportation 2035 Vision

The anchors of the Transportation 2035 vision are the Three E principles of sustainability — a prosperous and globally competitive **economy**, a healthy and safe **environment**, and **equity** wherein all Bay Area residents share in the benefits of a well-maintained, efficient, and connected regional transportation system. These Three E principles frame the following eight individual goals for this plan.

- **Maintenance and Safety**
- **Reliability**
- **Efficient Freight Travel**
- **Security and Emergency Management**
- **Clean Air**
- **Climate Protection**
- **Equitable Access**
- **Livable Communities**

The goals set direction for the future, measure progress, and evaluate transportation projects and programs needed to maintain the system, improve system efficiency and strategically expand the system. The plan goals are not entirely confined to any one of the Three Es; rather, several goals cut across and reinforce all three principles.

"E" Principle	Goal	Performance Objective
Economy	Maintenance and Safety	Improve Condition of Assets Reduce Collisions and Fatalities
	Reliability	Reduce Delay
	Efficient Freight Travel	TBD
	Security and Emergency Management	TBD
Environment	Clean Air	Reduce Vehicle Travel
	Climate Protection	Reduce Emissions
Equity	Equitable Access	Improve Affordability
	Livable Communities	TBD

Raising the bar, the Commission also established a set of performance objectives that further support the Three Es and the plan goals. These performance objectives are numerical benchmarks to measure the region's progress in carrying out the vision. These targets are aimed at reducing vehicle miles traveled, congestion, carbon dioxide and particulate matter emissions, and collisions/fatalities; decreasing the transportation and housing costs of low-income families; and improving maintenance.

The Commission will periodically measure progress made toward the performance objectives, and may consider changes, substitution or deletion of the performance objective(s) to better align with Commission policy or respond to new circumstances. The assessment of the performance objectives will occur as part of the region's "State of the System" report and as part of each update of the long-range plan.

Directing Change: Transportation 2035 Investments

Embracing the Three Es of sustainability and the growing regional emphasis on focused growth, air quality and climate protection gave us a lens through which to evaluate the policies, investments and actions proposed for inclusion in the Draft Transportation 2035 Plan. MTC and its partners looked ahead to determine the kinds of changes needed to shape our future and the ways we can direct those changes. Here are highlights of the changes put forth in this plan and detailed in Chapter 4, “Investments.”

Keep Our System in a State of Good Repair

Our transit systems and local streets and roads are an integral part of the Bay Area’s transportation network and represent a huge investment of public resources. This plan not only reaffirms the region’s long-standing “fix it first” maintenance policy but also expands our commitment to maintaining and operating our existing local roadway and transit systems. The Draft Transportation 2035 Plan would direct \$7 billion in discretionary funds to maintain local roadways at current pavement conditions, and \$6.4 billion to close funding shortfalls for the highest-rated transit assets.

“Transportation is the largest source of air pollution and greenhouse gases in the Bay Area. To protect public health and protect the climate, we need to make better use of our transit systems, and we need to build and create livable communities that reduce our dependence on the automobile.”

Jack Broadbent, Executive Officer, Bay Area Air Quality Management District



Lead the Charge on Climate Protection

Climate change is expected to significantly affect the Bay Area’s transportation infrastructure through sea level rise and extreme weather. The transportation sector’s adverse contribution to climate change is primarily through greenhouse gas emissions from cars, trucks, buses, trains and ferries. Our transportation decisions and actions can either help or hinder efforts to protect the climate, and to this end, the Commission has set aside \$400 million to implement a five-year Transportation Climate Action Campaign that focuses on individual actions, public-private partnerships, and incentives and grants for innovative climate strategies. Known for its commitment to the environment, the Bay Area is ideally suited to provide regional leadership and serve as a model for California, the nation and the world in our efforts to reduce our carbon footprint. This plan advances the

fight against global warming and validates the region's reputation as a forward-looking force for change.

Maximize System Performance Through Technology

The state highway system carries an overwhelming majority of trips in the Bay Area. The Freeway Performance Initiative (FPI), launched by MTC, Caltrans and partner agencies, is a strategic plan for improving the operations, safety and management of major freeway travel corridors in the region. FPI aims to maximize the efficiency and reliability of the freeways through technology applications such as traffic operations systems and ramp meters, while limiting freeway expansion to only the most essential locations. The Draft Transportation 2035 Plan earmarks \$1.6 billion for the full deployment and ongoing maintenance of low-cost, high-tech strategies defined by FPI. In addition, MTC continues its commitment to the tune of \$1.1 billion to support innovative, customer-oriented operational programs such as the telephone- and Web-based 511 traveler information system and the TransLink® transit-fare smart card.

Price Highway Travel Demand

Although commonly employed by airlines, utility companies and others, using price to avoid peak-period overload is the exception

in surface transportation policy. As demonstrated by successful implementation in several U.S. cities, high-occupancy toll (HOT) lanes — which allow single-occupant drivers to pay a toll to access underutilized carpool lanes — can bring real benefits to Bay Area travelers. HOT lanes provide travel options for carpools, express buses and toll payers; they allow for more efficient use of freeway capacity; and they generate revenues for other highway and transit improvements. MTC in its capacity as the Bay Area Toll Authority, county-level congestion management agencies, Caltrans and the California Highway Patrol have established a set of principles to guide the implementation of a Regional High-Occupancy Toll (HOT) Network. The principles represent a commitment to pursue development of a Regional HOT Network through a collaborative and cooperative process. The Regional HOT Network has the potential to generate about \$6 billion in net toll revenues over the 25-year Transportation 2035 Plan period that could be directed toward other corridor mobility improvements.

Provide Equitable Access to Mobility

The quality of transportation available affects people's ability to get to where they need to go and their overall quality of life. In particular, ensuring accessibility and expanding mobility for those whose options are limited due to age, disability or income is paramount. MTC's Lifeline Transportation Program, which funds

Investing in Change

Over the 25-year time span of this long-range plan, MTC estimates that \$226 billion from all public funding sources will be spent on transportation in the Bay Area. Transportation 2035 sets change in motion with \$32 billion of new investments — fresh ideas, clever innovations and bold initiatives that will improve travel in the region and overall quality of life. Key Transportation 2035 investments that fit this bill include:

- Freeway Performance Initiative
\$ 1.6 billion
- Regional High-Occupancy Toll (HOT) Network
\$ 3.7 billion (funded by toll revenues)
- Transportation Climate Action Campaign
\$ 400 million
- Transportation for Livable Communities
\$ 2.2 billion
- Regional Bicycle Network
\$ 1 billion
- Lifeline Transportation Program
\$ 400 million

The Commission also is making multibillion dollar investments to maintain and expand our transit systems, and to keep our roadways in a state of good repair. As well, Transportation 2035 responds to environmental and land-use changes, and maximizes mobility and accessibility for all transportation users. For details, see Chapter 4, "Investments."

mobility projects for the region's low-income residents, has recently experienced a substantial influx of federal and state funds. The Draft Transportation 2035 Plan commits an additional \$400 million towards providing transportation options for low-income communities.

Keep Walking and Rolling

Walking and bicycling are important means of mobility and good indicators of the health and well-being of people and communities. It's no wonder that "One Less Car" has been the motto for avid cyclists for years, and the relevance of

this message rings loudly given growing concerns about air quality, greenhouse gas emissions, childhood obesity and diabetes, and fluctuating gas prices. The Draft Transportation 2035 Plan endorses these "active transportation" modes by putting \$1 billion towards the full build-out of the Regional Bicycle Network, and supporting the Safe Routes to Schools and Safe Routes to Transit programs embedded in a new Transportation Climate Action Campaign (see page 14). Further, MTC's Transportation for Livable Communities program will continue to fund bicycle and pedestrian access improvements.



Take Bold Steps Toward Focused Growth

Over the past several years, the Bay Area has taken big steps to address current and future population and job growth, and as a result, our region is steadily moving toward a more compact, sustainable land-use pattern. Most recently, the four partner regional agencies — MTC, the Association for Bay Area Governments, the Bay Area Air Quality Management District, and the Bay Conservation and Development Commission — launched the incentive-based FOCUS regional development and conservation initiative as a way to encourage more housing adjacent to transit and to protect our green spaces.

FOCUS Priority Development Areas (PDAs), in particular, serve as a mechanism to gain local government buy-in to pursue focused growth near transit nodes in their communities. FOCUS provides funding support via incentives such as capital infrastructure funds, planning grants and technical assistance to these communities because they will bear the lion's share of the region's future growth. In this Draft Transportation 2035 Plan, MTC doubles the size of its hallmark Transportation for Livable Communities program, to \$2.2 billion over the next 25 years, in order to advance focused growth objectives and support PDAs.

Deliver the Next Generation of Transit

Adopted in 2001, MTC Resolution 3434 represents the Bay Area's next generation of bus, rail and ferry service expansion to all reaches of the region. The 140 new route miles of rail, hundreds of new route miles of express bus services, numerous ferry routes crisscrossing the Bay, and major new transit hubs in San Francisco and San Jose directly respond to the travel demands of a growing region. Further, the Commission's 2005 adoption of the Resolution 3434 Transit-Oriented Development (TOD) Policy helps to maximize the effectiveness and value of regional services by conditioning discretionary funds on transit-supportive land uses. In fact, the TOD policy will help stimulate the construction of at least 42,000 new housing units and boost the region's overall transit ridership by over 50 percent by 2035. As detailed in the Resolution 3434 Strategic Plan approved by the Commission in fall 2008, the Bay Area is committed to delivering the first elements of this \$18 billion regional transit expansion program within the next decade.

Putting Future Change in Motion

And yet, for all it does, the Draft Transportation 2035 Plan still comes up short of the mark. Meeting our ambitious performance objectives will take more than the \$226 billion in infra-



structure investments and the bold new policies and initiatives that this plan delivers. This plan is but a beginning. Further actions — involving policies, operating initiatives, institutional arrangements, additional investments and new legal authority — must be taken to move the Bay Area further along the path to change. We have identified the most pressing and the most promising next steps in Chapter 5, “Building Momentum for Change.”

But changes beyond the readily foreseeable are also needed, and for these we look first to technology. For example, future, as

yet-undiscovered technological improvements, such as cleaner vehicles and improved emission-control systems, can help us make strides to meet greenhouse gas and air quality standards. Great safety improvements can be realized with the introduction of vehicle-to-vehicle and vehicle-to-roadside technologies, and these are now in the development pipeline. It is optimistic but not unreasonable — especially in the Bay Area, the center of so much innovation — to look to technological progress as a key ally in the quest for better transportation performance. We think it will play a vital role.

Bay Area Public Drives Mandate for Change

Nearly 6,000 Bay Area residents from all walks of life helped shape the Draft Transportation 2035 Plan. Their message, delivered resoundingly, was clear: Our world is changing and we must change, too!

This call for new direction began in June 2007 with preliminary workshops on overall goals for the Transportation 2035 Plan. The dialogue continued in the fall, when MTC and the Association for Bay Area Governments sponsored a joint regional land-use and transportation forum in Oakland that drew 700 attendees. And throughout 2007 and 2008, MTC reached out to its regional constituents by means of numerous public workshops and focus groups, two statistically valid telephone polls (conducted in three languages), interactive Web surveys, “person on the street” interviews, and via in-depth discussions with members of MTC’s three advisory committees.

The people of the Bay Area delivered transportation planners an unmistakable mandate for change, embodied in messages such as the following:

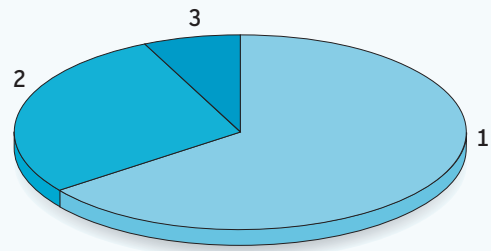
- **We are concerned about air quality and climate change.** To reduce greenhouse gas emissions and protect public health, the Bay Area should focus on decreasing tailpipe



emissions and encourage alternatives to driving. In a fall 2007 telephone poll of 1,800 residents, approximately two-thirds of respondents declared that global warming is extremely important and should be one of the region's highest priorities (see pie chart at top left, page 19). Additionally, 67 percent of poll respondents said they would be willing to accept denser development in their community to maintain or improve the environment.

- **Give us transit options.** In polling and at public forums, we were told that the region's top priority for future mobility should be to invest in transit options — including rail and bus service — to provide an alternative to driving. People expressed a desire for more accessible and affordable public transit, and for a larger, more-efficient network of bus, rail and ferry routes. A number of workshop participants called for more projects to encourage bicycling and walking as well.

Importance of Global Warming



	Percent of Total
1 Extremely Important	65%
2 Somewhat Important	28%
3 Not Important	7%
Total	100%

Fall 2007; 1,800 residents

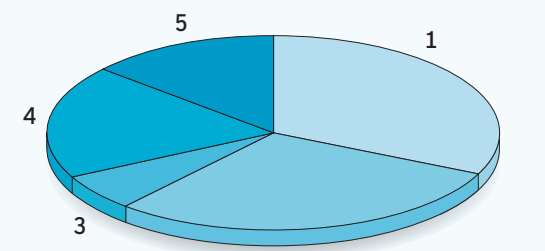
Sources: MTC; BW Research

- **Support transit-oriented development.** There was consensus for concentrating development in areas near transit. Opinions were mixed, however, on whether cities that are willing to take on more housing should be rewarded with more transportation dollars, or whether these investments should be spread more evenly around the Bay Area. Respondents to the fall 2007 poll indicated a preference for a smaller home and short commute over a larger home and a long commute (74 percent to 19 percent).

- **Improve what we already have.** In polls and public meetings, people often embraced a “fix it first” approach to transportation priorities. Rather than funding new freeways and expanding transit services, investments should focus on making the Bay Area’s existing freeways, local roads and transit operations run more efficiently.
- **Support market incentives in transportation pricing.** Bay Area voters largely accept the concept of using market-based pricing to manage demand for freeway carpool lanes, according to results of a poll of 3,600 voters conducted in the spring of 2008. A solid majority (62 percent) of poll respondents expressed support for establishing high-occupancy toll (HOT) lanes on area freeways. (See pie chart to right.) However, if transportation pricing were to be implemented in the Bay Area, poll respondents called for actions to address any undue hardships on low-income drivers.

For a complete summary of Transportation 2035 public involvement efforts, please refer to the *Public Outreach and Involvement Program Report*, as described in Appendix 2.

Support for HOT Lanes



	Percent of Total
1 Probably Support	32%
2 Definitely Support	30%
3 Don't Know/No Answer	6%
4 Definitely Oppose	19%
5 Probably Oppose	14%
Total	100%

Spring 2008; 3,600 voters
Percents do not sum to Total due to rounding.

Sources: MTC; BW Research

“In spirit, this plan is guided by the Three Es — Economy, Equity, Environment. In practice, it was shaped by the Three Cs — Convergence, Collaboration and Consensus. The convergence of issues, especially climate change, higher energy costs and focused growth, gave us our momentum. The unprecedented collaboration of the four major regional agencies widened our vision. And the broad consensus for change among many constituencies emboldened our actions. These are the secret ingredients of change in motion.”

Steve Heminger, Executive Director, Metropolitan Transportation Commission



Longer term, we look to the residents of the Bay Area for the kinds of changes in behavior — driving less, taking transit more often, living closer to work, and biking or walking when it makes sense — that can help the region reach the goals and performance objectives set out in this plan. As a region and a nation, we know that an awakened public can attempt and achieve dramatic behavioral change once the scope of a problem is known and well-recognized, and when the way forward is clear. The success of the campaign against smoking and the widespread acceptance and active practice of trash recycling are but two examples of how growing public awareness can lead to a commitment to change — with sweeping, society-wide shifts in behavior. We also place our hope in this phenomenon. Here, in the collective impact of individual actions multiplied 7 million times over, lies the true promise for “change in motion” for the Bay Area.

MTC welcomes your comments on this Draft Transportation 2035 Plan. The public can play a vital role in reviewing the document before the Commission takes final action, scheduled for March 2009. Please check MTC’s Web site at www.mtc.ca.gov for more information.